

Message Text

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PAGE 01 PARIS 08641 01 OF 02 241315Z
ACTION IO-13

INFO OCT-01 ISO-00 IOE-00 SS-15 SSO-00 /029 W
-----241354Z 076072 /53

O 241319Z MAR 77
FM AMEMBASSY PARIS
TO SECSTATE WASHDC IMMEDIATE 0974

C O N F I D E N T I A L SECTION 01 OF 02 PARIS 08641

STADIS////////////////////////////////

NESCO

E.O. 11652: GDS
TAGS: UNESCO, AORG
SUBJECT: UNESCO: SUCCESSOR TO DDG FOBES

REF: STATE 60290

1. PERMDEL UNDERSTANDS FOBES HAS CHANGED SCHEDULE AND
WILL MEET WITH DEPARTMENT OFFICIALS END OF THIS WEEK.
IN ORDER ASSIST DEPARTMENT IN DISCUSSING SITUATION
WITH FOBES, PERMDEL IS SUBMITTING HERewith ITS BEST
JUDGMENT ON QUESTIONS POSED REFTEL.

2. RESPONDING TO SPECIFIC QUESTIONS:

A. IT WOULD BE CONTRARY TO GENERAL UN PRACTICE TO
ABOLISH THE DDG JOB AS OTHER SPECIALIZED AGENCIES HAVE
DDG'S. ABOLITION WOULD PUT UNESCO IN UNIQUE POSITION
AND MAKE MANAGEMENT AN OPENLY ONE MAN SHOW. HOWEVER,
GIVEN M'BOW'S BACKGROUND AND PERSONALITY, ABOLITION IS
VERY POSSIBLE. M'BOW MANAGES IN THE FRENCH TRADITION OF
NON DELEGATION OF AUTHORITY AND HE ALSO OPERATES IN MANY
WAYS AS AN AFRICAN HEAD OF STATE, CENTRALIZING AUTHORITY
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PAGE 02 PARIS 08641 01 OF 02 241315Z

ON A PERSONAL BASIS. THUS, PERMDEL WOULD CONCLUDE
THAT GIVEN M'BOW'S MODUS OPERANDI IT IS LIKELY THAT HE
WILL ABOLISH THE DDG POSITION. WE THINK HE WOULD FEEL
MORE COMFORTABLE WITHOUT A DDG. HE LIKES TO CONSULT
INDIVIDUALS OF HIS OWN CHOOSING ON SPECIFIC PROBLEMS
AND WOULD NOT PERMIT ANY DDG TO BECOME CLOSELY INVOLVED
IN OVERALL DECISION MAKING.

B. IN OUR JUDGMENT, M'BOW WOULD NOT FILL DDG JOB WITH ANOTHER AMERICAN UNTIL THE FUNDING ISSUE IS FINALLY AND COMPLETELY RESOLVED.

C. M'BOW HAS SAID HE IS THINKING OF A COMPLETE RE-ORGANIZATION OF THE SECRETARIAT. THIS COULD BE ALONG EXISTING LINES, I.E. SHUFFLING AROUND RESPONSIBILITIES BUT MAINTAINING THE BASIC SECTOR APPROACH. OR IT COULD BE A NEW ORGANIZATIONAL PATTERN ALONG OBJECTIVE FUNCTIONS LINES, I.E. TO ACCORD WITH THE OBJECTIVES SET OUT IN THE C4 DOCUMENT. WE KNOW HE HAS A REORGANIZATION IN MIND. WE DO NOT YET KNOW THE LINES IT WILL TAKE. THEREFORE, OUR JUDGMENT WOULD BE THAT IT IS POSSIBLE ANOTHER ADG WILL BE CREATED, BUT IT IS AT BEST ONLY SPECULATION AT THIS TIME.

D. OUR SHORT ANSWER TO (D) IS NO. M'BOW HAS SAID HE WILL HAVE ONE OF THE TOP POSTS FOR AN AMERICAN. WE DON'T THINK HE CAN BE PERSUADED BEYOND THAT GENERAL STATEMENT AT THIS TIME. GIVEN M'BOW'S STRONG WILL WE WOULD DOUBT HE WOULD BE AMENABLE TO SUGGESTIONS ABOUT GIVING SPECIFIC RESPONSIBILITIES TO AN AMERICAN OR ANY OTHER OF HIS TOP PEOPLE.

E. WE SEE THREE POSSIBILITIES: 1. MAINTAINING EXISTING STRUCTURE AND SHIFTING OF ADG'S TO MAKE ROOM FOR AN AMERICAN. WE KNOW THAT CURRENT ADG FOR SOCIAL SCIENCES, MRS. HILDERBRANDT IS NOT PERFORMING WELL AND ADG FOR CONFIDENTIAL

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PAGE 03 PARIS 08641 01 OF 02 241315Z

SCIENCE KADDOURA IS UNDER GREAT EMOTIONAL STRESS. POSSIBLE EITHER MIGHT LEAVE AND A VACANCY DEVELOP.

2. CREATION OF NEW ADG BY SPLITTING OFF FUNCTIONS PROBABLY COMMUNICATIONS.

3. RADICAL REORGANIZATION SETTING UP AN ENTIRELY NEW STRUCTURE.

F. IT IS POSSIBLE A NEW COMMUNICATIONS SECTOR WILL BE CREATED GIVEN M'BOW'S WISH FOR UNESCO TO TAKE LEAD IN THIS AREA. WE WOULD NOT GO BEYOND "POSSIBLE"

G. AGAIN, WE WOULD NOT GO BEYOND SAYING IT IS POSSIBLE FOR M'BOW TO ACCEPT AN AMERICAN AS HEAD OF COMMUNICATIONS.

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PAGE 01 PARIS 08641 02 OF 02 241321Z
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C O N F I D E N T I A L SECTION 02 OF 02 PARIS 08641

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MUCH WILL DEPEND ON PERSONAL RELATIONS THAT DEVELOP
BETWEEN M'BOW AND KEY PEOPLE IN US MEDIA. M'BOW OP-
ERATES ON BASIS OF PERSONAL RELATIONSHIPS AND THIS WILL
BE A KEY FACTOR.

H. TACTICALLY, WE SHOULD WAIT AND SEE WHICH WAY THE
M'BOW WIND IS BLOWING. IT IS TOO EARLY TO DISCUSS
SPECIFIC TACTICS OTHER THAN DEVELOP OUR OWN PRIORITIES
AND TO HAVE A LIST OF CANDIDATES READY SHOULD THE
OCCASION ARISE.

I. WE HAVE NO SPECIFIC NAMES. RATHER WE WOULD FOCUS
ON OVERALL QUALITIES FOR ANY AMERICAN IN A HIGH
UNESCO POST. ASSUMING TOP PROFESSIONAL QUALIFICA-
TIONS, WE SEE NEED FOR A PERSON USED TO WORKING WITH
THIRD WORLD COUNTRIES, PROBLEMS AND INDIVIDUALS. HE
OR SHE WOULD HAVE TO HAVE A GOOD WORKING KNOWLEDGE OF
FRENCH AND HAVE A PERSONALITY THAT CAN ROLL WITH THE
PUNCHES.

J. THERE IS NO MAGIC LOW FIGURE. RATHER WE THINK
THAT M'BOW WILL NOT ACT FAVORABLY ON AN AMERICAN UNTIL
US CONTRIBUTIONS ARE COMPLETELY RESTORED TO NORMAL.
SPECIFICALLY ALL ARREARAGES MUST BE PAID.

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PAGE 02 PARIS 08641 02 OF 02 241321Z

K. WE DO NOT THINK M'BOW WILL HOLD A POST FOR AN

AMERICAN AT THE TOP BEYOND THE 78 GENERAL CONFERENCE.
IF THERE IS A REORGANIZATION, IT WILL PROBABLY TAKE
EFFECT IN 78. M'BOW WOULD PROBABLY WANT TO PUT AN
AMERICAN IN A TOP SPOT DURING THE REORGANIZATION IF
IT OCCURS. WE DOUBT HE WOULD HOLD OPEN A POSITION
BEYOND THE CLOSE OF THE 78 GENERAL CONFERENCE. IN OTHER
WORDS, OUR FUNDING PROBLEMS MUST BE RESOLVED BY THEN.

3. PERMDEL STRESSES THAT ANSWERS ARE OUR BEST JUDGMENT
ONLY AND OFTEN BASED PURELY ON SPECULATION. ONE
FACTOR THAT WILL BE IMPORTANT IN M'BOW'S MOVES VIS-A-VIS
AN AMERICAN AT THE TOP LEVEL IS THE AMOUNT OF PERSONAL
ATTENTION M'BOW RECEIVES FROM THE HIGHEST LEVELS OF
THE US ADMINISTRATION. HE WILL BE MUCH MORE INCLINED
TO ACT IF HE IS RECEIVED BY THE US AS HE IS BY OTHER
COUNTRIES, THAT IS AT THE HIGHEST LEVELS. WE KNOW
HE PLANS TO ATTEND THE ACC MEETINGS IN NEW YORK IN
THE AUTUMN AND HE MAY EXPECT TO BE INVITED TO WASHINGTON.
ALSO, VISITS TO UNESCO BY TOP LEVEL AMERICANS PASSING
THROUGH PARIS WILL BE HELPFUL AS M'BOW OPERATES ON THE
BASIS OF PERSONAL RELATIONS AND HE WILL NOT THINK HE IS
BEING TAKEN SERIOUSLY UNLESS HE HAS THE OPPORTUNITY TO
ESTABLISH PERSONAL CONTACTS AT THE HIGHEST LEVELS.

4. PERMDEL HOPES DEPARTMENT FINDS THIS USEFUL.
GAMMON

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